



2023 Salary Survey Overview

- In an effort to assist with the City's ability to hire and retain qualified and experienced personnel, and to assess internal pay equity concerns, staff was directed to conduct a classification and salary survey via an external consulting service.
- In 2021, the City of Yakima issued a Request for Qualifications and Proposals (RFQP) 12127QP.
- Trüpp HR was awarded the project. The project kick-off meeting took place April 5, 2022 with the goal of completing the salary survey by early 2023.
- Due to the breadth of services provided by a full-service city, the project proved to be more comprehensive and labor intensive than the contractor had anticipated, which caused significant delays in the project's completion.
- The salary survey is just ONE piece of the total compensation puzzle.

SURVEY SCOPE

1. Review of the City of Yakima's job classifications and align classifications based on:
 - substantially similar authority
 - scope of responsibility
 - knowledge, skills and abilities
 - experience, education, certification
 - salary alignment/equity
2. Conduct a market study to evaluate the City's pay allocations in relation to the competitive market.

JOB ANALYSIS

City classifications were evaluated utilizing two different compensation methodologies.

1. Municipality Comparisons

- City of Yakima job classifications evaluated and “matched” with other “like” job descriptions.
- Wage allocations were adjusted for geography by applying cost of labor metrics from the 2023 Economic Research Institute (ERI) Geographic Assessor.

2. Two (2) market survey sources were utilized to collect data for selected benchmark jobs and other classifications for which municipal matches had not been obtained

- CompAnalyst
- ERI

FINDINGS

- 370 City of Yakima classifications were identified.
- Job placement recommendations were made based on market position, equity groupings and job family progression.
 - Commissioned police & fire classifications were excluded from placement recommendations.
- Report findings identified:
 - 173 classifications (47%) = Within market
Of these:
 - 27 classifications > market
 - 197 classifications (53%) = Outside of market
Of these:
 - 33 classifications $\leq$ 5%
 - 38 classifications = 5.1%-10%
 - 126 classifications = 10.1% +

CHALLENGES

- It is important to remember that wage data provided is raw data and limited.
- This report is just ONE piece of total compensation analysis.
- Only published, on-line data was used from comparable agencies.
- Limited availability of job classification matches w/comparable municipal agencies.
- Cost of Labor values vs. City's base wage structure.
- Candidate pool considerations:
 - Professional positions – regional competition
 - Trade positions – local competition

ADDITIONAL CONSIDERATIONS

Factors not evaluated:

1. Other important employee compensation, such as:
 - pension and retirement benefits
 - medical, health and wellness benefits
 - health plan premiums and/or contributions
 - incentive or premium pays
 - shift differentials
 - training or certification reimbursements
 - all other employee benefits

These factors together comprise an employee's total compensation package.

2. Research and findings also did not take into consideration or review the salary structure of the other municipalities or private industries, including step structure or increase intervals.
3. City's budget restrictions or funding sources were not considered.

NEXT STEPS

- Determine priorities:
 - Pay and compensation equity
 - Retention risk for individuals critical to success
 - Skill shortages in critical roles
 - Recruitment challenges for various classifications
- Identify any additional revenue sources.
- Negotiate changes/implementation with collective bargaining groups.